

# Welcome

To the University of Minnesota! Let's get to know some figures from the U's past, and present.



Hi, I'm Goldy Gopher, the University of Minnesota Twin Cities Mascot from 1985 when I was redesigned to be evil. In 1986, in response to public criticism they made me look less evil, but I am still, in fact, evil.

Hi, I'm Lotus Delta Coffman, yep, that's my real name. When I was President of the U from 1920-1938, I refused to let Black students live on campus.



HUUN

Hi, I'm Pounce the Cougar. Did you know each UMN campus has their own mascot? And that UMN Morris, where I'm from, used to be the Morris Industrial School for Indians, a residential boarding school?

Hi, I'm Dr. Raz Segal, I was offered a job leading the U's Center for Holocaust and Genocide Studies, but they revoked it after seeing that I described Israel's action in Gaza as "A textbook case of genocide."



# **History**

The University of Minnesota was founded in 1851, before Minnesota was even a state. The University struggled financially throughout its first few years until the Morrill Act of 1862 allowed it to profit from the sale and resource rights of stolen Dakota land.

Over the next hundred and fifty years the U would grow exponentially, adding graduate programs and revolutionizing medicine and agriculture. At the same time, the University would also perpetuate and institute racist and colonial policies and practices, displace nearby residents by forcibly redeveloping the areas surrounding the campus, and create an administrative state that demands absolute compliance from the students it saddles with debt.

Today, the U is one of the largest university systems in America, with nearly 70,000 students across five campuses: Crookston, Duluth, Morris, Rochester and the Twin Cities. The University's endowment is more than \$5 billion and has been bolstered by donations, tuition, patents and still some of the resource rights to those original Morrill Act holdings.

In this activity book, we will take a look at the U's history, and engage with some truths that the U might prefer remain obscure.

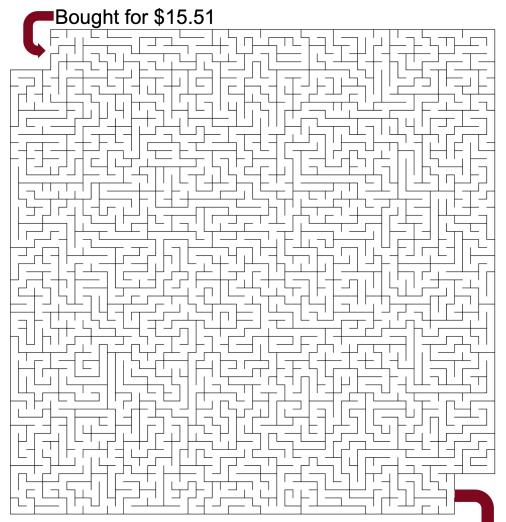
## **Gopher Fact!**

The original Golden Gopher was this horrible little guy, drawn by Robert O. Sweeny for an arcane and undecipherable political cartoon. This is why Minnesota is the Gopher State and the U's Mascot is Goldie Gopher.

# **Land Grab Universities**

The Morrill Land Grant Act of 1862 allowed the sale of lands that the US Government purchased from Indigenous nations to be sold for the benefit of public universities. Often the land was sold for much more than the Indigenous nations were paid for it. There were 7,740 pieces of land sold this way in Minnesota; 316 of them (94,631 acres or shy of 150 square miles) benefitted the very new University of Minnesota.

Can you help this parcel of land in Faribault County, seized from the Sisseton and Wahpeton Dakota, be sold to benefit the U?



Sold for \$4,015.99

# In Search of Truth

Released in 2023, the TRUTH (Towards Recognition and University-Tribal Healing) Report was an meticulous dive into the history of the U's relationship with tribal nations, and in its recommendations a welcome excoriation of the framework of Truth and Reconciliation.

Can you fill in the blanks to find the hidden message in this summary of the report?

The University of Minnesota profited from the dispossession of Indi\_enous people from their lands, both as an institution and through the individual actions of its R\_gents. The U continues to profit from the timber and mi\_eral rights from this land and has refused calls to repatriate. It has worked to undermine tribal s\_vereignty through things like the nonconsensual development of paddy grown wild ri\_e, medical experimentation on ch\_ldren in Red Lake, and others. Today, the University un\_erinvests in Indigenous studies and its Indigenous stud\_nts. For these and other reasons we can conclude that University of Minnesota is complicit in:

# **Meet the Regents**

The University of Minnesota is governed by a board of 12 Regents who are appointed by the Governor. The regents choose the president, can set the number of professors and their salaries, and have final say over all policies of the University.

Henry Hastings Sibley

> Socrates Nelson

Ignatius Donnelly

> Alexander Ramsey

Knute Nelson

> Edward Duffield Neill



1.



2.



3.

## **Gopher Fact!**

These are historic regents, but the modern ones can get questionable too! In 2022 Regent Steve Sviggum suggested that declining enrollment at UMN Morris was because of "too much diversity."

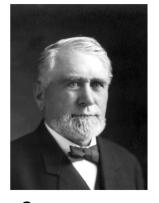




4.

No Known Photograph

5.



6.

Abandoned his dying Dakota wife, leaving their child to be raised by missionaries while he remarried

> Called for the Dakota people to be "exterminated, or driven forever beyond the borders of the state"

Namesake of the 1889 Nelson Act, to illegally dissolve the White Earth Ojibwe Reservation.

Vehemently opposed coeducation, founded Macalester College

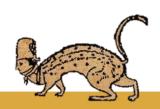
Author and publisher of of "Atlantis: the Antediluvian World"

Supported bringing enslaved people to Minnesota without emancipation

# **Student Surveillance**

Edward E. Nicholson was the U's Dean of Student Affairs from 1919 to 1941. During this time he had staff and students surveil students organizations and shared his reports with regents and political operatives to further his anti-progressive, antisemitic and anti-union agenda. His decades spying on students orgs began in 1920 against a group called the Seeker's Club, founded by two Jewish students from New York who Nicholson assumed to be leftist and subversive.

Can you decode this line from one of the actual reports? Hint: A=1



## **Gopher Fact!**

One of Nicholson's spies on the Seekers, Eunice Nielsen, resigned because her mother considered it "too big a risk...since there are such a large number of Jews that are members."

# **History of (Acceptable) Student Protest**

There is a long history of protest at the U as students use their only lever of power to demand change. But all too often, protests are coopted after the fact into the mainstream narrative of the U. Circle which protests are key parts of the U's history and which are violent disruptions that needed to be quashed.

1969 Morrill Hall occupation, to demand an African American and African Studies department

1985 Anti-Apartheid protests

1970 Anti-ROTC demonstration at Morrill Hall

1971 Morrill Hall occupation to demand a Chicano Studies department

2024 Student encampment in support of divestment from Israel

1972 "Eight Days in May" protesting the Vietnam War

2024 Morrill Hall
Occupation, renaming
it Halimy Hall in
support of divestment
from Israel

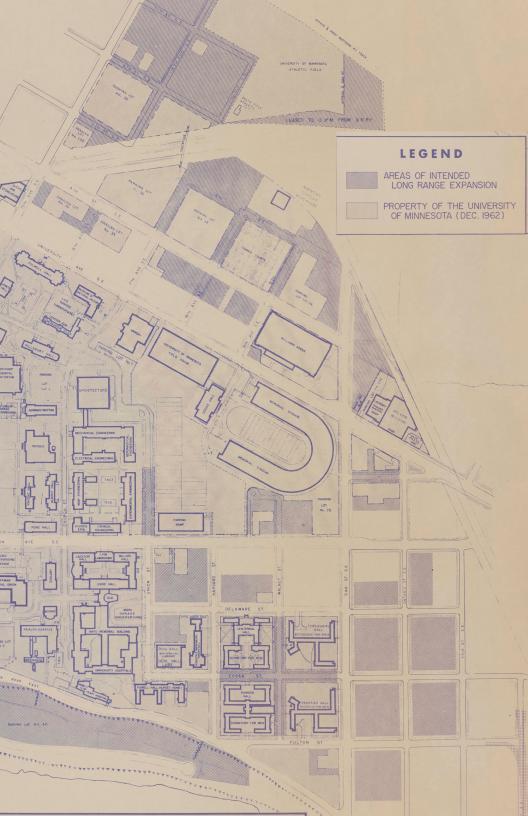
2015 Whose
Diversity? Morrill Hall
occupation to demand
further investment in
ethnic studies

# **Development Across the River**



The U used to be only on one side of the river! Isn't that wild. Here's campus in 1962, with the expansions planned. Draw in the beautiful brutalist buildings you think should go in the new campus land. Don't think about if anybody already lives over there, or how that might feel. Just think about all the cement we can pour over there!





# **Building (Re)Naming**

The U has commemorated a number of its administrators by naming buildings after them. Unfortunately, some of them are not the sort of people you want to be honoring in this way.

Can you match the person to their job, the building with their namesake, and their unsavory actions? Also, one of the buildings has had its name revoked - which one do you think it is?

Lotus Delta Coffman Comptroller 1925-43 VP of Business Administration 1943-59

William T. Middlebrook Dean of Student Affairs 1917-41

Edward E. Nicholson

Dean of Agriculture 1920-41 President 1941-45

Walter Castella Coffey

President 1920-38

1.



Re-segregated campus housing

2.



Censored political speech on campus and spied on students

3.

Implemented
segregated
housing and
displaced
residents in what
would become the
U's West Bank

4.



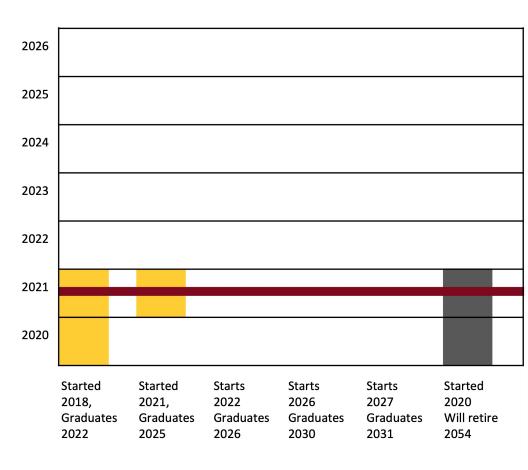
Set a policy of segregation of student housing

# When Do Students Forget?

Administrators rely on the fact that the student body has an incredibly short memory. This lets them make changes that get quickly accepted as normal.

Below is a chart, students (yellow) and an administrator (grey). and an event that happened in 2021 (horizontal line). Let's call it "requiring keycards to enter all buildings on campus."

As long as there are students who remember this starting, they can tell younger students that this event happened. At what point will the last student remember it? And how many years after the event happens will it pass from memory among the students? How about the administrator?



# **Cost of College Over Time**

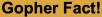
The cost of college has skyrocketed over time. As the Great Satan, Ronald Reagan, slashed educational spending, universities began to corporatize, to great financial success. Administrators know that higher education has become necessary for students to enter the job market and they, along with the government, learned that increasing education costs and saddling students with massive debt is a means of control.

In 1960, a semester of tuition at the U for a resident cost \$213 (\$2,222 adjusted for inflation), and minimum wage was \$1 (\$10.64) an hour.

How many weeks of full time work would it have taken a student to pay for tuition?

For the 2024-25 school year, a semester of tuition and fees cost \$17,370. Minimum wage in Minnesota is currently \$15.57 an hour.

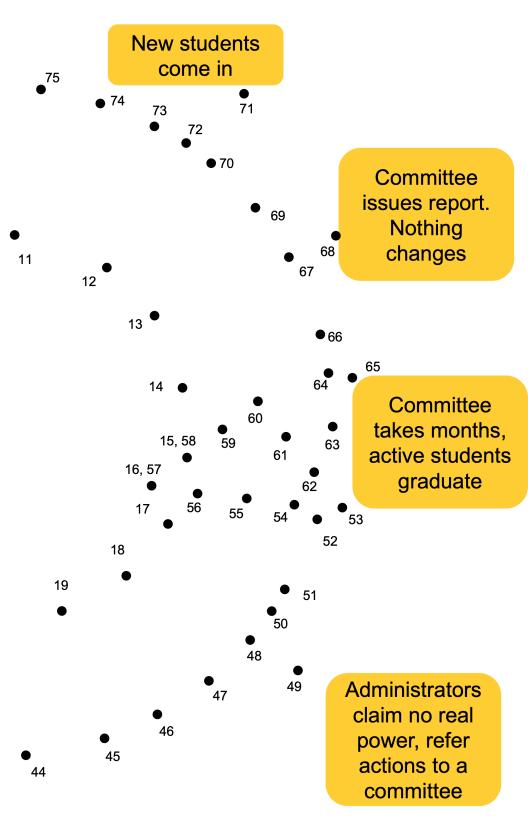
How many weeks of full time work would it take a student to pay tuition today?



In 2022, the undergraduate UMN students had an average cumulative median debt of \$21,113. For master's graduates, \$40,232 and for doctoral graduates, \$73,906.

# **Cycles of Student Activism** Administrators have some time-honored tactics for avoiding student activism. Connect the dots to see what the cycle is An Incident **Happens Students Protest** Students present demands to

administration



# **Tenure: The Board Game**

Hear that? An 85 year old professor just died, which means there's a tenure track job available. Time to take the Road to Tenure!

This game plays best with a D4 dice and

some friends!

Welcome to the job market! Put your applications together You got a visiting professorship, get ready to move in a year when it ends.

The job search went with an internal candidate.
Go back to start.

One of refer sabotag Go ba spa

# Associate Professor

You made it to a sabbatical. Free space.

The Provost has it out for you. Go back one space.

The committee approved you for tenure! Great job!

Roll th your de more 1 2- tea

3- res With a fir

Major college funding cuts! Flip a coin, heads you get cut and go back to start.

Your second book came back with some heavy edits. Go back two spaces.

You get to be the chair this year! Skip your next turn.

You fu profe now! of your ences ged you. ack two aces.

e dice,

ept want

service

aching

earch.

ne.

4 you're

You got a tenure track job! Congratulations.

Oops, they read your twitter and revoked your job offer.
Back to start.

Your
department has
deep-seated
interpersonal
tensions.
Go back two
spaces.

The chair has some "concerns" about your teaching.
Go back one space.

# Assistant Professor

Class
enrollment is
down. Roll the
dice, 3 or 4 you
get to stay,
otherwise back
to start

You were too busy teaching to work on your book. Skip next turn.

Whoa, you've done it,
you've retired!
Congratulations Emeritus
Professor!
Have fun in the library.

# Full Professor

're a ull essor Wow!

There's a sexual harassment scandal in your dept. Go back a square and think about complicity.

Your college is going under.
And you were safe! Roll the dice, a 1 sends you back to start.

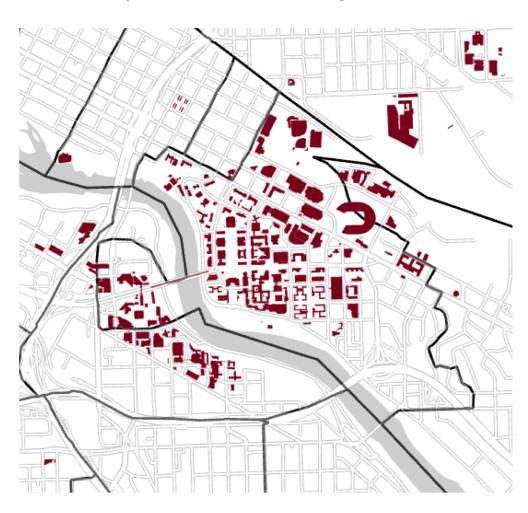
Smooth sailing from here on out! This square could last from five to fifty years

More budget cuts! But they're offering you a buyout. Go forward two squares!

# **Gentrification**

Universities have a tendency to eat the neighborhoods that surround them, promoting development and buying property in aggressive ways that force out longtime residents.

Of the neighborhoods that surround the U, color in the ones you think were found to be vulnerable to gentrification in 2000. Also color in which you think were found to have gentrified in 2019.



# **DIY Open Letter**

Open letter writing is a proud part of the tradition of academia. Signing one is easy, but putting one together can be time consuming, until now! Use this handy template to respond to the latest atrocity at your university!

#### Dear **Administrator**

We, the undersigned (students/staff/faculty) would like to condemn in the strongest possible terms, the University's recent (incident that incited the letter). We feel that it (harms/denigrates/incites violence) against (minoritized group on campus).

We feel that this clearly violates the universities stated value of (academic freedom/creating a safe learning environment/neoliberalism).

We would like to demand the following three reasonable, attainable, and constructive steps that the university will never take.

- 1. (Support students)
- 2. (Stop funding something it is currently funding)
- 3. (Create a scholarship program)

We implore the University to live up to its values and (make this right/not do this again/not do this again a second time).

We also assume that since this is an open letter, it will be (ignored outright/ referred to a committee where it will be ignored) and that we, the undersigned, will be (fired/expelled/not asked to return next semester/killed).

# **Apples**

Historically, if universities used federal money to develop products, they couldn't privately hold the patents on them. Following the Bayh-Dole act of 1980, this changed and universities became able to use federal funds to develop and keep private patents.

The Honeycrisp apple was patented in 1988 by the University. Which of the other apples below also have patents owned by the U?



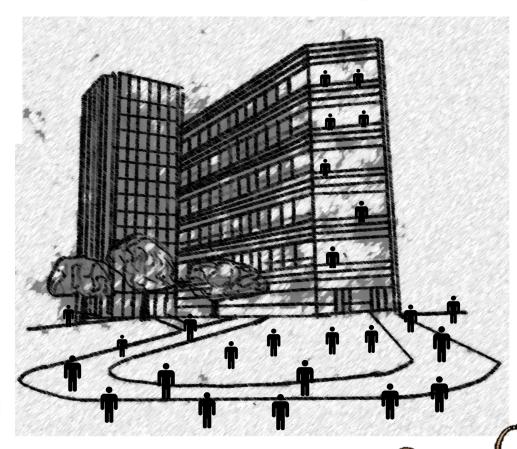
## **Gopher Fact!**

The US patent for honeycrisp expired in 2008, during which time it became the U's third most lucrative patent, making more than \$10 million! Some overseas patents didn't expire until 2019 or 2031, leaving millions more to be made!

# Can You Find the Administrators?

The number of administrators employed by universities has increased dramatically in the past three decades. From 1999 to 2010, the number of administrators at the U increased by 75%. During this time the faculty increased by 17%, which gives you an idea of the priorities of the university.

Can you find all of the 19,032 administrative staff of the U in this picture of the West Bank administrative building?



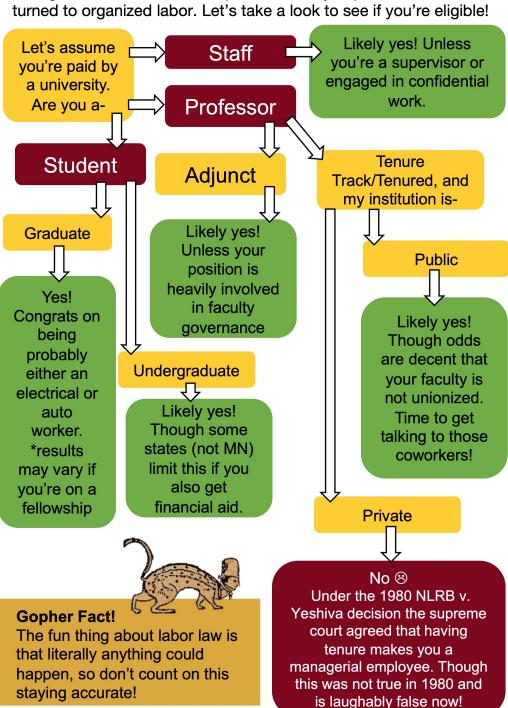
## **Gopher Fact!**

The Minneapolis UMN campus is divided by the Mississippi River and the sides are call the East Bank and West Bank.

This can be disorienting the first times you hear it.

# Unionization: Path To a Union

As higher ed continues to corporatize, many exploited workers have



# **Unions: Can You Find These Values?**

Union contract negotiations are an excruciating process. Usually the union proposes language for management to respond to. Management's responses speak to their priorities.

Below are the identities the union wanted nondiscrimination protection for, can you find them all in the final contract?

Υ	L	0	Ρ	I	I	R	Р	0	L	Т	W	В	F	S	Ε	U	Ε	В	М
Z	Т	W	Q	$\subset$	R	G	W	А	М	Z	Q	D	Q	U	$\subset$	Т	V	${\sf W}$	М
G	М	I	R	R	Ε	Χ	I	S	Т	А	Т	U	S	Т	S	А	0	Υ	Υ
W	К	Ε	L	Ν	В	L	Ε	G	А	Т	В	Υ	Q	А	0	R	Z	$\subset$	U
U	Ε	Т	D	Α	I	W	М	А	U	Υ	Ε	Ε	$\subset$	Т	М	٧	Н	Ν	Ν
D	Q	Ε	I	М	Ν	W	$\subset$	$\subset$	S	Z	Т	W	J	S	Υ	Т	Ν	А	Υ
0	R	Ε	А	J	I	0	Н	L	Ε	${\sf W}$	I	I	Т	L	Р	К	V	Ν	К
$\subset$	Т	F	К	Q	I	В	I	Т	$\times$	D	R	М	L	А	М	0	Т	G	В
Н	0	G	J	$\times$	X	F	К	Т	U	L	А	Ν	0	I	G	I	L	Ε	R
I	Ν	L	Р	V	٧	J	Р	А	А	$\subset$	$\subset$	Q	К	Т	В	L	М	R	Р
L	Z	U	0	F	D	Υ	$\subset$	Т	L	Ν	Ε	I	Т	R	٧	А	$\times$	Р	S
0	А	G	D	R	В	W	Т	Q	I	S	К	I	L	А	Т	L	S	J	$\times$
S	Ν	Q	V	D	Q	F	Н	Q	Т	L	А	W	М	М	S	Q	D	I	$\subset$
Q	×	Z	Н	$\times$	Н	G	${\sf W}$	Н	Υ	L	Z	Z	Н	А	W	Z	S	G	D
$\subset$	Υ	F	Υ	S	В	Z	×	Α	В	Т	Н	Н	Q	Α	V	L	J	N	0

Age Caste Color Creed Disability
Familial Status
Gender
Martial Status
Nationality

Political Affiliation
Pregnancy
Race
Religion
Sexuality

## **Gopher Fact!**

A previous pass from UMN management said that respectful work environments free of abuse and intimidation did not apply to graduate assistants in work on their dissertations.

# **Course Evaluation for White Instructors**

The course evaluation is an important way for students to give feedback about their course and class experience. For adjunct and tenure-track faculty, they are essential for continuing employment. For tenured faculty, they are often read through tears of laughter over a glass of wine. However, faculty with marginalized identities have been found to face negative biases in these student evaluations. Therefore, this form has been developed specifically for BIPOC students to review White instructors.

Yes

No

Instructor	Name:
------------	-------

Does the instructor

#### Course:

Does the instructor:	res	INO
Make you feel safe in the classroom?		
Expect you to speak on behalf of your entire (implicitly monolithic) group?		
Think that diversity of opinions is sated by hearing from both liberals and republicans?		
Use in-group racialized terms they should not be using?		
Compliment and affirm white students for doing the exact same things that you receive criticism for doing?		
Look directly at you while reading aloud texts with racially questionable terminology?		
Expect you to produce content about your marginalized identities for their course?		
Ask you to attend office hours to "chat about your experience in the class?"		

Has the instructor called you the name of one of the other nonwhite students in the class?

Yes No

What 'other nonwhite students'?

# Please select all the following terms you have heard the instructor use to avoid talking explicitly about race:

"Vibrant" "Historically marginalized" "Diverse" "Urban"

"Disadvantaged" "Unassimilated" "[racial slur]"

You make an insightful point in class. A white student then repeats your point but makes it worse. What happens?

# How does the instructor create distance from their whiteness? (Circle all that apply.)

- Highlighting a different marginalized identity
- Strategic deployment of clothing/jewelry made by nonwhite people
- Repeatedly bringing up a nonwhite family member (especially a spouse or child)
- Talking extensively about their travels
- They don't create distance, but they get way too into the "as a white person" thing

## The instructor's whiteness is best described as:

Durable Uninterrogated Fragile Overwhelming

Thank you for taking time to review the instructor. This feedback will be anonymized for your protection but, let's be honest, they'll know it's you.

# In Conclusion

The university exists, transparently, as a corporation. As a student, you are but a commodity. Your blood, sweat, tears and most importantly, tuition dollars are drops of oil to grease the vast machine.

The University of Minnesota is larger and more stable than most of its peers, as smaller institutions collapse as a result of their failed corporate model, the U is likely to survive. But its academic programs survive under a self imposed austerity. The priority is profit. Scholarship, labor organization, student welfare are all secondary.

The devaluation of the arts and humanities are a prime example. Academic production in these areas does not create the next \$10 million apple. They exist to launder reputation. Therefore it is your obligation to know and share as much unsavory history as you are able. The university cannot be allowed to control its reputation, its secrets must be dragged into the light.

Fred Moten and Stefano Harney write, the only possible relationship to the university is a criminal one. It is your obligation to extract as much value from the U as possible by any means necessary.

## **Gopher Fact!**

We didn't even talk about the U's policing! The scam that is business school! Investments in weapons and oil! There's so much more to uncover!

# **Answer Key and Citations-**

## **Cover- Image citations**

Background cover, map of UMN campus building

· UMN Campus Buildings. Ryan Mattke.

Left- An early Goldie Gopher

Minnesota Gophers Facebook page. November 22, 2011
 Center- Student journalist Tyler Church detained at a pro

Palestinian protest.

 US Press Freedom Tracker. October 23, 2024. "Student journalist detained at University of Minnesota protest."

Right- Albert E Jenks, eugenicist and founder of the UMN anthropology department

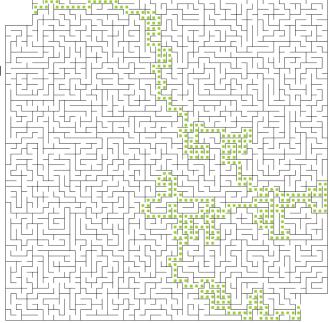
 Smithsonian Institution Archives, Accession 90-105, Science Service Records, Image No. SIA2008-4420

# **History**

- Ryan Barland. August 25, 2014. "University of Minnesota's Evolution of Goldy the Gopher." The Daily Gopher.
- Kevin Dragseth. June 10, 2021. "Who made Minnesota the Gopher State?" TPT Originals.

## **Land Grab Universities**

- Robert Lee. March 2020. "Morrill Act of 1862 Indigenous Land Parcels Database," High Country News.
- Kyle Malone. 2023
   "Towards Recognition
   and University-Tribal
   Healing (TRUTH)."
   Center for Urban and
   Regional Affairs &
   Resilient
   Communities Project.
   (note, this is a
   storymap not the full
   report)



## In Search of Truth

The University of Minnesota is found to have committed: GENOCIDE

#### Sources

- Marielle Mohs. April 13, 2024. "Report: University of Minnesota "committed genocide" of Native people." WCCO News.
- The TRUTH Project. 2023. "Oshkigin Noojimo'iwe, Nagi Wan Petu Un Ihduwas'ake He Oyate Kin Zaniwiçaye Kte."

# **Meet the Regents**

Henry Hastings Sibley- 4. Abandoned his wife

Socrates Nelson- 5. Supported slavery

Ignatius Donnelly- 1. Atlantis

Alexander Ramsey- 2. Extermination

Knute Nelson- 6. Dissolving White Earth

Edward Duffield Neill- 3. Macalester College

#### Sources

- Minnesota Historical Society. September 18, 2020. "Knute Nelson."
   MNopedia
- Rhoda R Gilman. May 28. 2019. "Ignatius Donnelly." Mnopedia.
- The TRUTH Project. 2023. "Oshkigin Noojimo'iwe, Nagi Wan Petu Un Ihduwas'ake He Oyate Kin Zaniwiçaye Kte."
- University of Minnesota Charter, Territorial Laws 1851, Chapter 3, The Constitution of the State of Minnesota, Article XIII, Section 3.

## **Student Surveillance**

The decoded message is an attendance list, it reads: Attendance: Thirty. Majority Jewish, foreign accents. One colored man.

## Sources

• A Campus Divided. 2017, curated by Riv-Ellen Prell and Sarah Atwood.

## **Gopher Fact!**

There was slightly more room at the bottom this page than I needed

# **History of (Acceptable) Student Protest**

Generally, anything before 2000 is acceptable. The 1969 and 1971 occupations were even successful in their aims, but anything after the 90s is dangerous and unacceptable

#### Sources

- Alan Berg. May 12, 1997. "UMN SDS Statement of Halimy Hall Occupation." The Minnesota Daily.
- Elizabeth Giorgi. November 3, 2005. "Students Walk Out to Protest Iraq War." The Minnesota Daily.
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- "The Eight Days in May Protest." June 3, 2015. Forgotten Minnesota.
- Hannah Ward and Samantha Siedow. September 17, 2024. "Protest tensions echo 1985 fight for South Africa divestment." The Minnesota Daily
- Hannah Ward. October 22, 2024. "Three non-students arrested for Morrill Hall occupation." The Minnesota Daily.
- Jessica Lopez Lyman. September 16, 2020. "Department of Chicano and Latino Studies, University of Minnesota?" MNopedia
- Katelyn Morken. June 25, 2020. "1970 Student Strike–50 Years Later." UMN Libraries.
- "The Takeover: Whose Diversity? Sit-In at President Kaler's Office."
   Whose Diversity?
- Mady Leick. November 26, 2024. "Repeating History: the 1969 Morrill Hall occupation." The Minnesota Daily.
- "UMN SDS Statement of Halimy Hall Occupation." November 7, 2024.
   Southside Pride.

# **Development Across the River**

- "Campus map highlighting areas of intended long range expansion." In Gone into History: 90 Years of the University of Minnesota Archives, 2018
- Erin George. The West Bank Rises. September 18, 2019. UMN Libraries
- Jim Fuller and Bob Kozar. May 27, 1957. "University Expansion What they think across the river." Ivory Tower.
- Our Streets, in collaboration with Heritage Studies and Public History. 2023. "Concrete River: A History of I-94 in Cedar Riverside."

# **Building (Re)naming**

Coffman- president 1920-38 - 1- set a policy of segregation. Nicholson- Dean- 3- censored political speech and spied on students. **This is the one that got revoked**Middlebrook- Comptroller, VP of Business Admin - 2- implementing segregation, developing the West bank.
Coffey- Dean of Ag and President- 4- Resegregated housing

### Sources

• Report of the Task Force on Building Names and Institutional History. February 25, 2019.

## When Do Students Forget?

About four years after the event, it will be gone from living student memory, and administrators will be able to take for granted that students will likely not question it. Four more years later and it will have left word of mouth transmission entirely.

### Sources

 Daria Chamness and Jennings Mergenthal. 2024. "Institutional Amnesia" presentation at Universities and Power.

# **Cost of College Over Time**

In 1960, it would have taken just under 5.5 weeks to pay tuition, assuming a 40 hour work week. Today it's nearly 28 weeks.

- Arne H Carlson and Richard Painter. January 5, 2023. "Money, not students are the priority at the University of Minnesota." Minnpost.
- Douglas Belkin and Scott Thurm. December 28, 2012. "Deans List Hiring Spree Fattens College Bureaucracy—And Tuition" Wall Street Journal.
- Marez, Curtis. June 2014. "Seeing in the Red: Looking at Student Debt" American Quarterly 66, no. 2.
- Nicole Whelan and Maxwell Herrera. August 2023. "Cumulative Median Student Loan Debt in Minnesota, 2021-2022 Academic Year." Minnesota Office of Higher Education.
- University of Minnesota Institutional Data and Research. "Historical Annual Tuition Rates 1960-61-2023-24"

# **Cycles of Student Activism**

Wouldn't you know, its an academic ouroboros

#### Sources

- Daria Chamness and Jennings Mergenthal. 2024. "Institutional Amnesia" presentation at Universities and Power.
- "How Administrators Defeat Student Campaigns." ForStudentPower.org

## **Tenure the Board Game**

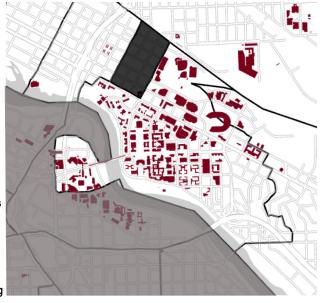
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## **DIY Open Letter**

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# **Apples**

First Kiss, SweeTango, Zestar, Regent and Haralson are all owned by the U. Cosmic Crisp and SugarBee are descended from Honeycrisp but are not held by the U, neither are Pink Lady or Red Delicious.

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## **Can You Find the Administrators?**

Here are 25 of them. The other 1,907 are inside.

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## **Unionization: Path To A Union**

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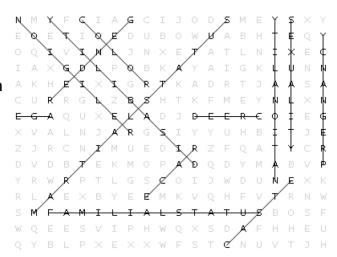
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# Unionization Word Search

You won't be able to find political affiliation as a protected category!

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## **Course Evaluation for White Instructors**

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